Annual Report

Reaching New Heights

2002-2003

UNIVERSITY OF REGINA

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On the cover: Photo illustration of the $38 million student residence complex under construction.

Profile

The University of Regina is a young and dynamic institution that is experiencing a period of rapid physical and academic renewal.

By the end of fiscal 2002-03, faculty and staff were already anticipating the move into the new $25 million home of the Saskatchewan Indian Federated College (later named the First Nations University of Canada). As well, the year saw the beginnings of two major projects – the $38 million student residence complex and the $32 million Centre for Kinesiology, Health and Sport – that combined will add 750,000 square feet of on-campus space when they open in 2004.

The recent physical revitalization at the University is being matched by faculty renewal across campus. Fully half the current faculty members have been hired in the past five years. The enthusiasm and freshness of these new faculty members, coupled with the experience of our long-serving members, has created a vibrant academic environment.

Although we achieved independence only in 1974, we have grown to nine faculties and 23 departments which have established reputations for excellence and innovative programs leading to bachelor's, master's and doctoral degrees. As well, teaching and research opportunities are enhanced by 13 research centres and institutes on campus and by faculty members from disparate disciplines who work together to solve complex problems creatively.

Our main campus is located in the heart of Wascana Centre, a unique 930-hectare development dedicated to education, recreation, culture and the seat of government. The main campus and our historic College Avenue campus provide an attractive work and study environment for our students and more than 1,200 faculty and staff. More than 44,000 students have graduated from the University of Regina.

In 2002-03, enrolment reached nearly 12,500 full- and part-time students and the operating budget increased to $96.6 million. During the year, our faculty and researchers were successful in attracting almost $18 million in external grants and contracts. Research efforts cover an impressive array of topics – from the early detection of dementia to predicting drought to the benefits of pre-kindergarten.

Our growth, coupled with the University's balance of teaching and learning, scholarship and research, and public service is attracting ever-increasing numbers of students and gaining international attention.

Our undergraduate program in petroleum engineering is the largest in the country. Our police studies degree program is the only one of its kind in North America. The Centre on Aging and Health is the first gerontology research centre established in the province. And a recently announced partnership will see the University and its collaborators embark on a research enterprise that will use the city of Regina as a living laboratory to study community sustainability.

We're proud of our social, cultural and economic contributions that make Regina a preferred place to live and to study. We look forward to continued growth and to enriching our community well into the future.

Faculties and Academic Units

Administration
Arts
Centre for Continuing Education
Dr. John Archer Library
Education
Engineering
Fine Arts
Graduate Studies and Research
Kinesiology and Health Studies
Language Institute
Science
Social Work

A message from the **Chair**

Foundations for growth

During my first year as Board Chair, I have felt an overwhelming sense of energy and enthusiasm around the University of Regina. That excitement is stimulated by academic achievement and is fuelled by unprecedented on-campus building activity.

The approval of the $38 million student residence project and the $32 million Centre for Kinesiology, Health and Sport were just two of the many University matters considered by the Board of Governors in the past year. These important projects would never be realized without the support of our funding partners: the provincial and federal governments, alumni, parents, corporations, foundations, retirees, faculty, staff and our friends throughout the community.

In many ways, the current construction projects mirror the University itself. Both must be built on a strong foundation in order to withstand the rigours of time. The University is built on the foundation created by those who came before and by its vision, mission and goals. Without an adequate foundation, neither the idea of a university nor the buildings it occupies can reach the height of their potential.

Other matters attended to by the Board in the past year include the President's annual review and the appointments of the director of the University-Industry Liaison Office and the deans of Arts and Kinesiology and Health Studies. The Board also approved the establishment of the President's Scholars Program to recognize faculty excellence in research.

Also included on the Board agenda was the first semi-annual report on progress within the planning framework. *The Executive Monitoring of the 2002-2006 Planning Framework: 2002-03 Annual Report to the Board of Governors*, reports on the activities that have helped move the University toward its goals and objectives. Much of that material is reflected in the pages of this annual report.

The Board remains true to the University's chief interest: providing a high-quality and affordable post-secondary education for University of Regina students. To this end, total expenditures for scholarships and bursaries in 2002-03 increased by $716,000, or 16.8 per cent, over the previous fiscal year.

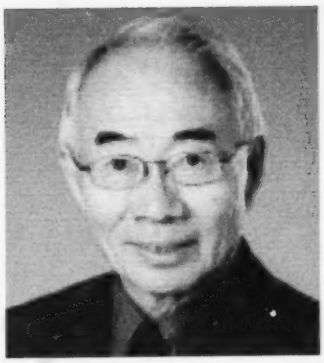
Ensuring that the University's growth is sustainable is one of the Board's most difficult challenges. We can be proud of our achievements of the past year, especially considering the demanding financial framework.

On behalf of the Board of Governors, I would like to express my gratitude to everyone who has contributed to the success of the University of Regina during the past year. Your efforts have strengthened the foundation of this institution and will allow us to grow to even greater heights in the years to come.

Berny H. Wiens
Chair, Board of Governors

A message from the Chancellor

A vision shared



It has been my genuine pleasure to serve as Chancellor of the University of Regina during the past year, a period distinguished by exciting advances in academic programming and the continued expansion of our research enterprise.

At the 2002 spring and fall convocation ceremonies, the University conferred 1,763 undergraduate degrees, diplomas and certificates, 165 master's degrees, and 16 doctoral degrees on convocating students.

I take great pride in the academic achievement of each of our graduates. Their accomplishments reflect their own dedication and hard work as well as the commitment and talents of the University's faculty and staff.

The academic programming at the University is constantly evolving to meet the needs of our students and the communities we serve. New programs introduced during the past year included a BA in resource and environmental studies, a certificate in Indian fine arts, an MPA in public policy and in public management, an early childhood education concentration in elementary education, and advanced certificates in both justice studies and police studies.

While one of the University's core functions is to teach and provide students with outstanding educational programs, our responsibility as an institution goes much farther. As stated in the University's vision statement, we are also "facilitating the development of thoughtful, creative, adaptable, contributing and humane citizens."

University of Regina students convocate with a high-quality education that prepares them for careers. Our graduates are becoming the innovators and leaders of our communities. In this way, we all benefit from the rich post-secondary experience offered at the University.

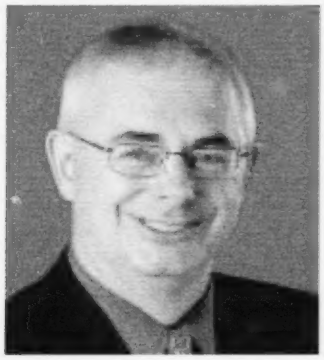
Just as our academic programs evolve, so too does our research enterprise. The past year's research highlights have included the installation of the University's first Tier 1 Canada Research Chair, the opening of the Centre on Aging and Health and the establishment of the Communities of Tomorrow partnership that will see the city of Regina used as a living laboratory.

When reading the annual report, you will discover why those most closely associated with the University are so keen about its future. I would like to thank the students, faculty members, senior administration, the members of the Board and Senate, and the staff who played a ro'e in making 2002-03 a truly memorable year.

Arthur Wakabayashi, CM
Chancellor

A message from the **President**

Building for success



The past year has been a period of tremendous change for the University of Regina. One need only look across campus to see evidence of that change as two of the University's largest building projects take shape – the new student residence and the Centre for Kinesiology, Health and Sport. While these construction projects are transforming the physical characteristics of the campus, the University's fundamental orientation remains unchanged.

At its core, the University continues its threefold mission of teaching, scholarship and community service.

Our teaching mission is the University's most evident *raison d'être* and in this regard we have been able to compete aggressively for high-quality faculty members, half of whom have come to the University within the past five years. A vibrant academic culture is resulting from the interaction of new faculty with the experience and wisdom of established faculty members. These are scholars of excellent credentials, great energy and high expectations. This exceptional collection of academics is complemented by an enthusiastic student population that continues to grow, year over year.

The University's research capacity continues to expand. During the past year U of R researchers have established exciting new initiatives that are attracting attention and acclaim from around the world. Our research funding has grown considerably faster than the national average. In 2002-03, the University's research funding was more than two and a half times its 1998-99 total. And, in the next four years, we expect the current total will again double.

The University enjoys an unprecedented level of community engagement. One dramatic example is the University's partnership with the city of Regina in the Jeux du Canada Games 2005. Our joint major fundraising effort, the Building Dreams and Futures Campaign, will raise $10 million to support Games' operations. The Campaign is also creating an extraordinary legacy that will enrich the University and our community by funding student support, faculty research and the new Centre for Kinesiology, Health and Sport which will serve as the venue for several of the Games' events.

In 2002-03, we undertook a process to monitor and report on the progress of the University's 2002-2006 Planning Framework. The effort culminated in a report to the Board of Governors entitled *Executive Monitoring of the 2002-2006 Planning Framework*. The report is available on our Web site and details the past year's activities that have helped move the University toward its stated goals and objectives.

While the framework marks an important milestone in charting the University's strategic course, it is an evolving plan that is reviewed and updated regularly. Accordingly, we have identified several ways that it should be adapted and we intend to implement a revised plan early in 2004-05 that more accurately reflects our core activities, better articulates our objectives, and allows us to more easily gauge our progress.

In the following pages you will read the stories of several students, faculty and staff who have contributed to our accomplishments over the past year. These individuals, along with so many others who are not featured here, are dedicated to improving our academic programs, growing our research capacity and strengthening our connections throughout our communities.

Through their efforts we can all look forward to the continued growth of the University of Regina and to building a future filled with success.

David T. Barnard, PhD
President and Vice-Chancellor

Vision, Mission and Goals

Vision

As a scholarly community the University of Regina derives its strength, vision, and purpose by the advancement, sharing and application of knowledge, and by facilitating the development of thoughtful, creative, adaptable, contributing and humane citizens.

Mission

The University of Regina preserves, transmits, interprets, and enhances the cultural, scientific and artistic heritage of humanity through the acquisition and expansion of knowledge and understanding. We apply our skills in the service of society by facilitating constructive criticism, independent thinking, free discussion, and the pursuit of truth, while respecting the rights and responsibilities associated with academic freedom.

By interpreting the past and examining and clarifying contemporary thinking we shape the possibilities of the future. We are open to change and enthusiastic about investigation and creativity. We combine a unity of purpose with a diversity of outlook.

By encouraging the development of their potential, we prepare our students to participate fully in society, and to respond to the demands of a rapidly changing world in ways that are consistent with the highest human values and aspirations.

Goals

Teaching and Learning: Give our students an accessible and enviable learning experience.

Scholarship and Research: Sustain a vibrant research enterprise where faculty and students are enthusiastic about intellectual activity, both curiosity-driven and applied.

Service: Take our academic expertise to the community in response to requests or our own perceptions of need.

People: Make the University of Regina a preferred place to study and work.

Internationalization: Integrate a national and international perspective into our fundamental threefold mission of teaching, research and service.

Accountability: Provide sufficient information to allow informed evaluation of our performance.

Teaching and Learning

Giving our students an accessible and enviable learning experience

In 2002-03, the University continued its vigorous pursuit of academic excellence. Key activities of the past year included the development and modification of academic programs with an emphasis on interdisciplinary co-operation. New programs were introduced to meet student needs and interests and advancements continued in an effort to meet the needs of lifelong and distance learners via online courses and classes offered through SCN, and at Weekend University. The growing number of "smart" classrooms and the efforts of the Centre for Academic Technologies are supporting the effective use of technology in teaching while the Teaching Development Centre is enhancing faculty members' pedagogical skills.

Objectives

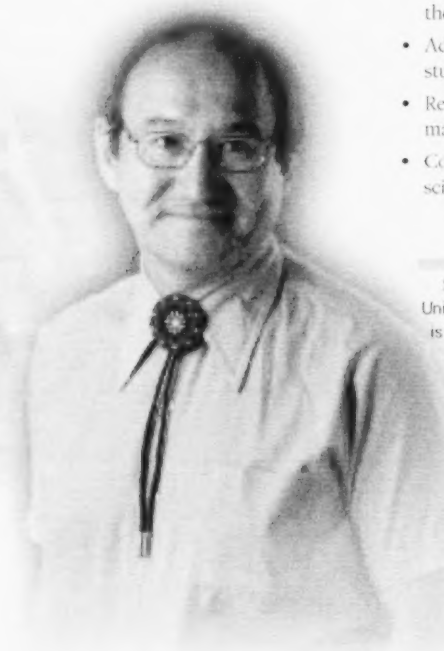
- The quality of the learning experience and of academic programs is continually improved.
- Students' needs, available resources and course/program offerings are well aligned.
- Funding for undergraduate and graduate student financial support is at least doubled.

2002-03 Highlights

- Improved the five-year arts education program and arts education after degree program;
- The newly created Department of International Languages offered new majors and minors in German, Chinese, Japanese and Spanish;
- Incorporated aboriginal content into the curricula of several faculties;
- Targeted $7.5 million of the Building Dreams and Futures fundraising campaign for student support;
- Included $250,000 more in the University budget for student support;
- Secured accreditation for the petroleum engineering program;
- Prepared draft report of UR Conversations, a University-wide discussion about how the institution can best align its resources;
- Adopted pilot program to support student-athletes;
- Restructured UR Scholars program to make it more widely accessible; and,
- Continued to update undergraduate science lab equipment.

Kristy Pozniak's commitment and hard work earned her an administration degree and a trio of prestigious awards at the 2002 spring convocation: the President's Medal, the Governor General's Silver Medal and the Leon Goldman Scholarship.

Faculty of Administration students also earned a silver and a bronze medal in the C.A. exams, a first place finish in the Manitoba Institutional Marketing Competition and top undergraduate team honours in the worldwide final of the L'Oreal E-STRAT competition that featured 750 teams.



Saskatchewan Indian Federated College (First Nations University of Canada) faculty member **Blair Stonechild** is helping to make post-secondary education more accessible. Stonechild co-authored Indian Studies 270, an online course delivered via the Internet to students in Saskatchewan, Alberta, Ontario and Quebec.

In 2002-03, six online courses attracted 136 students. The University reached an additional 950 students through 13 courses televised on the Saskatchewan Communications Network. The newly named Weekend University attracted 815 students to Saturday class offerings in the fall and winter semesters.

Reviews revitalize the academy

The academic review process continues to strengthen academic initiatives and help units plan, prioritize and allocate resources. The reviews of the past year included an assessment of the academic programming in the Department of Economics. The economics graduate program, which had been suspended, has been re-established and modified to better meet students' needs.

The new masters of public administration program is delivered in conjunction with the Faculty of Administration. It is directed to current or prospective policy analysts in government and Crown corporations, and private sector employees looking to enhance their capability for high-quality quantitative analysis of public policy. The program is intended principally for part-time students with classes offered primarily in the late afternoons and evenings to accommodate work schedules.

Unit reviews undertaken in 2002-03

- Department of Economics
- Department of Geography
- Department of Geology
- Department of Theatre
- Faculty of Education
- Faculty of Engineering
- Faculty of Graduate Studies and Research
- School of Journalism

New programs approved in 2002-03

- BA in resource and environmental studies
- BASc in software systems engineering
- BSc in software systems development
- Combined BSc/BEd in chemistry and secondary chemistry
- MPA in public policy or public management
- Concentration on early childhood education in elementary education
- Advanced certificate in justice studies
- Advanced certificate in police studies
- Certificate in Indian fine arts

Theatre internship program gets standing ovation

Theatre students are getting a taste of professional stage production thanks to the establishment of an internship program with Regina's Globe Theatre. This past year students apprenticed as actors in the musical production *Honk!* and in the Globe's season finale, *The Coronation Voyage*.

In addition to on-stage work, technical internships were also available. As a result of their experience, theatre students have a greater skill set from which to launch their professional careers. The program also helps foster the development of the theatre sector in Saskatchewan and ultimately increases opportunities for students to pursue a stage career in the province.

Strengthening traditional teaching

In the past year, the Centre for Academic Technologies (CAT) hit its stride in using new technologies to enhance traditional teaching through the preparation and production of online courses and course materials. The Centre also provides regular hands-on seminars introducing recent technological developments to campus-wide audiences.

In co-operation with curriculum developers and faculty members, CAT, in partnership with the Distance Learning Division, is expecting to create dozens of fully online courses by 2006. At a fundamental level, online teaching allows the University to present post-secondary options to a geographically diverse area – making education available to urban, rural and remote learners alike.

2003 Canadian University Survey Consortium survey of U of R graduate students

89 per cent are satisfied with quality of teaching

94 per cent feel the learning experience at the U of R is intellectually stimulating

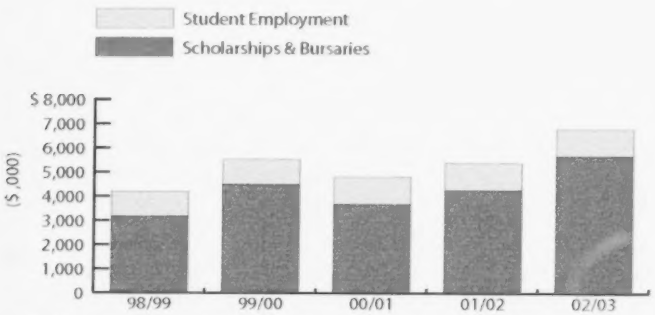
80 per cent feel the non-academic learning experience at the U of R is intellectually stimulating

93 per cent are satisfied with overall quality of education

Garson Hunter of the Faculty of Social Work was one of seven University faculty members to receive an Inspiring Teaching Award in 2002. The award recognizes teaching excellence and recipients are selected by top students nominated by their faculty or college.

In pursuit of academic excellence, the University unveiled many new initiatives this past year including the first seminar series, "The Academic Profession." The University also initiated an internal review of transdisciplinary and interdisciplinary activities across the campus.

Student Financial Support



The University continued to make scholarships and bursaries a priority and in 2002-03 increased its expenditures in this area by $716,000, or 16.8 per cent over the previous year. This represents an increase of more than 50 per cent over the past five years.

Scholarship and Research

Sustaining a vibrant research enterprise where faculty and students are enthusiastic about intellectual activity, both curiosity-driven and applied.

Building on the momentum of recent years, 2002-03 proved to be a period of continued growth and innovation for the University's research and scholarship profile. Assisted by greater financial and administrative support, faculty members applied for funding in unprecedented numbers. Grant applications worth $36 million were submitted in 2002-03, an increase of $13.2 million or almost 60 per cent more than the previous year's total. Research funding from Canada's three major academic research councils – the Natural Sciences and Engineering Research Council (NSERC), the Social Sciences and Humanities Research Council (SSHRC), and the Canadian Institutes of Health Research (CIHR) – increased by 41 per cent over the previous fiscal year.

Gregory Marchildon, an economic historian, lawyer, public policy practitioner and member of the Faculty of Administration, was installed as the University's first Tier 1 Canada Research Chair (CRC) on January 1, 2003. The CRC program enables Canadian universities to achieve the highest levels of research excellence. The funding will allow Marchildon to examine issues of Canadian social and economic policy and will help create a centre of multi-disciplinary research excellence in public policy, governance and administration for Western Canada.

Sheila Petty, a media theorist and head of the Department of Media Production and Studies, was one of three faculty members to be named a President's Scholar. The program was established in 2002 to foster research excellence and to support existing and potential research areas. The award allows Petty and other recipients, Nicholas Ruddick, a faculty member of the Department of English, and David Gauthier, executive director of the Canadian Plains Research Center, to advance their research. Petty is using the award to complete a book and a curated exhibition of digital art, interactive cinema and Web-texts of the black diaspora tentatively titled "Racing the Cultural Interface: African Diasporic Identities in the Digital Age."

Objectives

- All faculty are active in scholarship and research and output continues to grow.
- Student involvement in scholarship and research is increased.
- Financial and administrative support for scholarship and research is doubled.
- Total external research funding is doubled.

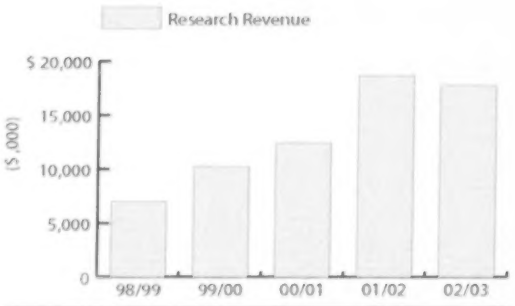
2002-03 Highlights

- Saskatchewan Population Health and Evaluation Research Unit (SPHERU) established the Community and Population Health Research Training Program, a $3 million program to develop the next generation of researchers;
- The University's first Tier 1 Canada Research Chair (CRC) took up his position and three other Tier 1 CRCs were announced;
- A second faculty member received a Canadian Institutes of Health Research Career Investigator Award;
- The Centre on Aging and Health opened;
- Completed the Greenhouse Gas Technology Research Centre, and established two research administrative positions, and provided funding for psychology labs, the Library, and research institutes with funds from the federal Indirect Costs Program. More than $500,000 from the program is reserved for annual allocations;
- Received $5.3 million from the Canada Foundation for Innovation (CFI) and $5 million from the provincial government in matching funds;
- Established formal process for matching faculties' grants for new faculty members to help launch their research programs;
- Introduced *UResearch*, a publication to celebrate successes and promote research initiatives;
- Established strong faculty representation on peer-review committees of all three national research granting councils as well as the Canada Foundation for Innovation and Killam Prizes;
- Held conference "ConTEXTS Scholarly Communication Today," a first step toward developing a strategy for scholarly publication and communication; and,
- Conferred 181 graduate degrees (16 doctoral degrees and 165 masters), up 6.5 per cent from 2001-02.

Energy, environment — excellence

With the March 2003 opening of the International Test Centre for Carbon Dioxide Capture (ITC), the University strengthened its capacity for climate change and greenhouse gas reduction research. The Centre's researchers are developing technologies to reduce CO_2 emissions, especially those produced by the energy sector. The facility builds on the internationally-recognized expertise at the University and establishes Saskatchewan as a world leader in CO_2 capture technology. The research will help Canada respond to its international environmental commitments on climate change, while pioneering the global reduction of greenhouse gas emissions.

Research Revenue



Faculty of Kinesiology and Health Studies professor **Gordon Asmundson** received the University's second prestigious Canadian Institutes of Health Research (CIHR) Career Investigator Award. The five-year $402,000 award allows Asmundson to concentrate on his research that examines the relationship between chronic pain and anxiety disorders.

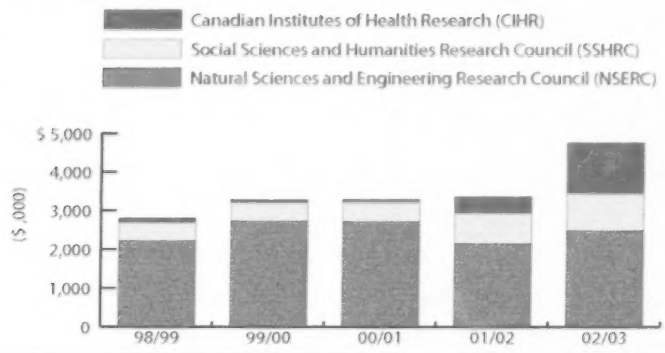
National graduate student awards

In 2003, the success rate of U of R graduate students applying for Natural Sciences and Engineering Research Council (NSERC) scholarships was higher than the national average. Sixty-two per cent of applicants were successful compared to a national average of 60 per cent. Last year, 50 per cent of U of R graduate students' NSERC scholarship applications were successful.

Graduate scholarships awarded in 2003 include:

- 13 Natural Sciences and Engineering Research Council (NSERC) Postgraduate Scholarships – 11 master's scholarships valued at $17,300 per year for two years, and two doctoral scholarships valued at $19,100 per year for two years;
- Two NSERC Industrial Postgraduate Scholarships (IPS) valued at $19,300 for two years;
- Two NSERC Postdoctoral Fellowships valued at $35,000 per year for two years;
- One Alzheimer's Society Training Award valued at $19,030 per year for two years;
- Two Canadian Institutes of Health Research (CIHR) Professional Research Awards valued at $4,048 for three months;
- One master's level CIHR Graduate Student Scholarship Award valued at $20,000 per year for two years, and two PhD-level awards valued at $40,000 per year for three years;
- One Indigenous Peoples' Health Research Centre (IPHRC) Graduate Student Research Award valued at $18,000 for master's level for one year.

Tri-Council Funding



Researchers to use city as living lab

This year's Memorandum of Understanding (MOU) between the University and the City of Regina has paved the way for the development of a Centre for Sustainable Communities research institute. The MOU is an integral part of the Communities of Tomorrow partnership funded by the provincial and federal governments that brings together U of R researchers and the National Research Council in an enterprise that will see the city of Regina used as a living laboratory to advance sustainable urban environment practices and models.

Saskatchewan's first gerontology research centre

Opened on January 20, 2003, the University's Centre on Aging and Health (CAH) is a focal point for research and expertise that addresses the health issues of aging populations. About 30 researchers from Saskatchewan and other parts of Canada are affiliated with the CAH, working alone or in collaboration on projects in areas such as health ethics, pain identification and management, rehabilitation, aboriginal health, end-of-life care, aging in rural areas and psychological health among seniors.

Service

Taking our academic expertise to the community in response to requests or our own perceptions of need.

The University continues to build strong links to the communities in which it exists. Through the efforts of faculty, staff and students, the University is sharing its academic expertise and contributing to the social, cultural and economic well being of the world around us.

During the past year, the University hosted a wide variety of public lectures, seminars and artistic performances that were attended by people from across the community. Faculty and staff are increasingly involved with community organizations with many serving on boards, task forces and committees. The University also enjoys a mutually respectful and productive relationship with all levels of government and the private sector.

Efforts to transfer University technology to the broader community continued to advance with the development of the University-Industry Liaison Office (UILO). The office seeks to establish commercial applications for intellectual property of faculty and staff.

Regina Research Park, located adjacent to the south side of the campus, continues to grow into an important Canadian research hub and is helping to move important innovations from the laboratory to the marketplace. Numerous park tenants have partnered with the University in such research areas as information technology, environmental science and petroleum technology. In 2002, the park contributed $194 million to the provincial economy and was also directly responsible for more than 800 jobs.

Faculty members like **Anne Lavack** are sharing their academic expertise across Canada and around the world. Lavack, a Faculty of Administration associate professor, was appointed to the Ministerial Advisory Council on Tobacco Control. The Council advises the federal minister of Health and Health Canada on the design and delivery of the Federal Tobacco Control Strategy, including legislation, policy and research. Lavack has extensive experience in the field of social marketing and has published numerous articles dealing with tobacco marketing, promotion and sponsorship.

Objectives

- Members of the University increasingly use their academic and professional expertise to support cultural, social and economic development in the wider community;
- Scholarship and research are increasingly disseminated to the broader community;
- Technology transfer is facilitated.

2002-03 Highlights

- Hosted popular public lectures that included addresses from Roy Romanow, Royal Commissioner on the Future of Health Care in Canada, environmentalist and broadcaster David Suzuki delivering the Woodrow Lloyd Lecture and military historian Gwynne Dyer leading a discussion on the war in Iraq;
- Continued community outreach with a focus on strengthening relationships with regional colleges;
- Regina Regional Economic Development Authority (RREDA) explicitly ties its cluster strategy to the University's research agenda;
- Two faculty members were appointed to senior federal government advisory bodies;
- Strengthened partnership with the francophone community through consultations on the operation and organization of the Language Institute;
- Student groups such as the Golden Key International Honours Society were active in community activities and charity fundraisers;
- Established University representation on the Mayor's Task Force on Regina's Future;
- Vice-president (Research and International) appointed chair of the provincial innovation committee;
- Launched the new journal *The Canadian Journal of Policy and Security Services: Practice, Policy and Management*; and,
- Established Mini-U, an effort that consolidated access to childrens summer programs.

Honouring Saskatchewan labour

Celebrating the achievements of Saskatchewan's workers was just part of the agenda for a symposium organized by the University, the Saskatchewan Heritage Foundation and the Saskatchewan Federation of Labour. Held in November 2002, the symposium provided perspectives from academics and labour representatives on the historical significance of the provincial labour movement and the circumstances of the changing job markets. The symposium also included a discussion about labour politics, an examination of aboriginal labour history, and a fine art perspective that looked at the visual representation of workers.

For more than 15 years, **Ron Palmer**, a professor of electronic systems engineering in the Faculty of Engineering, has been developing positioning and guidance systems for industry and agriculture. Palmer's "precision farming" systems use global positioning satellite technology to effectively guide agricultural producers around their fields, increasing efficiency and reducing input costs. While Accutrak Systems, the company Palmer founded in 1984, is now marketing this technology around the world, it's seeing his systems benefit farmers in Saskatchewan that Palmer finds most satisfying.

Katherine Bergman, a Department of Geology faculty member and dean of the Faculty of Science, was appointed to the National Round Table on the Environment and the Economy by the Prime Minister. The round table is an independent advisory body made up of business, labour, academic, environmental, and First Nations representatives. Members provide decision makers, opinion leaders and the Canadian public with advice and recommendations on promoting sustainable development.

Office leads innovation

Reflecting the core principle of service, the University-Industry Liaison Office (UILO) made significant strides to accelerate technology transfer to the marketplace and broader community in the past year. The office works with U of R researchers to develop collaborative research projects with industrial partners and manages new intellectual property programs for the University, enhancing the commercialization of new research by transferring it to companies able to further develop research into products for public benefit. The office also facilitates the formation of spin-off companies based on technologies created at the U of R for the benefit of the University, its researchers and the community at large.

The UILO achieved a milestone this past year when a collaborative agreement was reached with a Ukrainian organization for joint development of intellectual property and potential commercialization of products and services. An emerging partnership with WestLink was enhanced when the UILO director was appointed to the Board of the organization that facilitates technology commercialization, training, technology bundling and collaboration between 26 western universities. The UILO also secured support from the City of Regina for its second full year of operation with a $200,000 annual grant that will help to further develop the office and services for university inventors and business partners.

Justice for all

In April 2003, the Saskatchewan Institute of Public Policy (SIPP) hosted the symposium "Understanding Change: Justice Issues and Public Policy in Saskatchewan." The symposium brought together key members of the justice community to explore a wide range of issues of concern in the administration of justice in Saskatchewan. Topics included an examination of the current state of residential school litigation, the growing use of community-based and community-accountable policing, and the impact of the new Youth Criminal Justice Act. The underlying theme of the symposium was to trace the increasing tendency in the administration of justice toward more direct citizen involvement in the structures and processes that impact people's legal interests. As a result of the symposium, several public policy papers were published and a book is planned for release in 2004.

The world's a stage

In October 2002, the University was the site of a week of presentations inspired by Street Wheat, a play by Saskatchewan playwright Mansel Robinson. The play, which deals with the economic, political and cultural issues in contemporary agriculture, was performed nightly at the University's Shumiatcher Theatre. The event included noon-hour discussions led by University faculty members on such topics as the changing roles of farm women and the social cohesion of rural communities. The week ended with the colloquium "Cultural Crisis in Agriculture."

People

Making the University of Regina a preferred place to study and work.

While the University is often described as a dynamic and innovative institution, it is only so because of the dynamic and innovative people whose daily contributions make it a preferred place to study and work.

The past year saw peaks in both student headcount and credit hours. The previous highs were recorded in 1992-93, which was prior to the conversion from a 4-4 class/credit hour system to the current 5-3 class/credit hour system. While enrolment in 2002-03 did not increase at the rate needed to meet the University's stated objectives, it continued its upward trend. In the next decade, enrolment rates across Canada are generally expected to grow by as much as 30 per cent as baby boomers' children reach university age.

The past year also saw the University amicably negotiate collective agreements with the Administrative, Professional and Technical Employees Bargaining Unit and the University of Regina Faculty Association. The University continued its ability to attract high quality faculty and staff, but the increasingly competitive market is evident in some areas.

Those most closely associated with the University are taking a greater interest and pride in the U of R as it gains a higher profile in the community, the province and the nation. That pride was evident by the generosity of support for the Family Campaign, the internal fundraising effort associated with the Building Dreams and Futures Campaign.

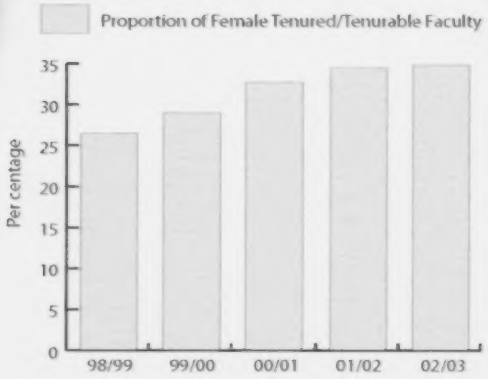
For her outstanding contributions to the Faculty of Graduate Studies and Research, **Carole Olive** was the recipient of the 2002 Award for Excellence in Administrative and Support Service. Olive says much of her job satisfaction comes from seeing the students of the faculty succeed. Olive began her career at the University in the early '70s as a library assistant.

In her 40 years at the U of R, **Gwen Jones** estimates she has taught 8,000 students – including the children of some of her early pupils. Last year, Jones, a biology lab instructor, received the 2002 Alumni Association Award for Excellence in Undergraduate Teaching, the first time a laboratory instructor has received the award in its 12-year history.

Objectives

- Increase overall enrolment, including: a 20 per cent increase in total enrolment; an increase in graduate student enrolment to 15 per cent of the total; and an increase in international student enrolment to 10 per cent of the total; while maintaining domestic enrolments, attracting more top Saskatchewan high school graduates and, in co-operation with Saskatchewan Indian Federated College (First Nations University of Canada), increasing the number of aboriginal students.
- A faculty and staff complement appropriate to enrolment and activities, with a larger proportion of permanent positions.
- Salaries, benefits and support for faculty and staff that are competitive with similar universities and employers.
- A workforce that more closely reflects the representation of women, aboriginal persons and persons with disabilities in the provincial population.
- Improved quality of community life on campus.
- Increased pride in the University among members of the immediate University community (students, faculty, staff and alumni), and improved profile of the University regionally, provincially, nationally and internationally.

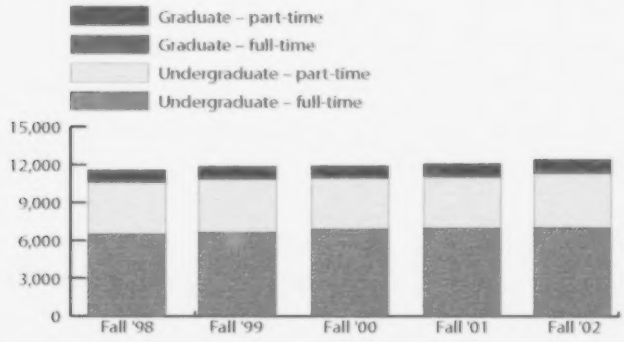
Female Tenured/Tenurable Faculty



2002-03 Highlights

- Increased overall student enrolment (head count and credit hours) by 2.7 per cent over 2001-02, graduate student enrolment up 1.8 per cent; undergraduate enrolment up 2.8 per cent;
- Increased the proportion of female faculty appointments from 34.6 per cent in 2001-02 to 34.9 per cent in 2002-03;
- Promoted 22 faculty members to associate professor, promoted seven to full professor, and award 25 tenure;
- Successfully concluded contract negotiations with University of Regina Faculty Association and Administrative, Professional and Technical bargaining units. New contracts included economic adjustments in line with provincial guidelines and with adjustments in some other jurisdictions;
- Began construction of 692-bed residence complex which will double on-campus residence spaces;
- Increased, by 36 per cent, student study seating spaces in renovated Education Building and Library;
- Conducted diversity workshop for deans and directors on white privilege;
- Established the lead in organizing the first Saskatchewan Women in Leadership and Learning (W.I.L.L) conference;
- Prepared communications strategy for internal and external audiences;
- Launched an electronic alumni newsletter;
- Raised the profile of the University through the president's involvement in various organizations (e.g. Association of Universities and Colleges of Canada, Educational Marketing Advisory Board, Alberta Energy Research Institute, Canadian Unity Council, CANARIE); and,
- Tested Web payment and Web admissions applications.

Student Enrolment



Building a University community

The University of Regina campus is in its largest growth phase since the original six buildings were constructed in the 1960s. Since 1999, the campus has seen approximately $178 million in new construction. In 2002-03, two projects were begun that will significantly impact the dynamics of the U of R campus. Slated for completion in 2004, the residence building and the Centre for Kinesiology, Health and Sport will provide valuable new teaching and research space, increase the on-campus student population, and give those who live off-campus more opportunities to extend their on-campus day.

The two-tower residence building will double the current capacity for on-campus housing. Currently, campus housing can accommodate five per cent of the enrolled student population. When the new 692-bed facility is complete, 10 per cent of enrolled students will be housed on-site.

Aside from filling the need for affordable student housing, the influx of students living on campus will improve after-class campus life and build a solid sense of community while at the same time, freeing off-campus accommodations for occupation by the community at large.

Meanwhile, the 255,000 square foot Centre for Kinesiology, Health and Sport will incorporate a three-court gymnasium with spectator seating for 2,000, an elevated running track, lecture and classroom facilities, teaching and research laboratories, a University of Regina Rams football facility and an expanded Allied Medical Health Clinic combining sports medicine, physiotherapy, student health and the Dr. Paul Schwann Applied Health and Research Centre. An underground parkade with 240 spaces will also be built as part of the project to address on-campus parking demand. The new building will provide a venue for fitness and recreation activities that will benefit the campus, the community and the province.

Both buildings will serve to meet the needs of the community, making the University of Regina a p ferred place to work and study.

As the manager of Employment Equity, **Cathy Wheaton** is tasked with co-ordinating the development, implementation and ongoing evaluation of the University's plan for employment equity. The University of Regina is committed to employment equity for aboriginal persons, persons with disabilities, persons who because of their race or colour are a visible minority in Canada, and women.

Internationalization

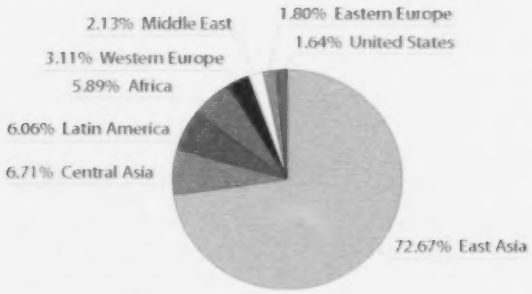
Integrating a national and international perspective into our fundamental threefold mission of teaching, research and service

The University's vision of internationalization is that of a community leading advances in scholarship through the interaction and sharing of teaching, research and service experiences across diverse cultures within the global community. The University accepts its responsibility to prepare individuals for work and citizenship in the 21st century and strives to develop social, cultural, economic and political global awareness as an integral part of each student's education.

The internationalization efforts in 2002-03 concentrated on focusing and diversifying international activities. Milestones included the completion of the report of the Task Force on Internationalization and the first steps toward restructuring the International Liaison Office to broaden its scope. Students participating in international exchanges increased from the previous year and steps were taken to provide more exchange opportunities in the future.

International students now make up about four per cent of the U of R's undergraduate population while almost 15 per cent of graduate students come from countries other than Canada. The University's international flavour is further enriched as increasing numbers of faculty members find their way to U of R classrooms from nations around the world.

International Students by Region (Fall 2002)



In 1999, **Anothai Setameteekul** came to study engineering at the U of R under the auspices of the International Degree Program with Thammasat University in Bangkok, Thailand. Setameteekul spent her first two semesters sharpening her English language skills before entering the Faculty of Engineering. She earned her degree in May 2002 and is now pursuing a master's degree at the U of R.

Objectives

- Students gain international awareness and understanding.
- Exchanges of students and faculty members with universities in other countries continue to increase.
- Support services for international students and collaborations in teaching, research and service are increased and improved.

2002-03 Highlights

- Joined National Student Exchange which facilitates exchanges at 150 international universities;
- Engaged 59 students (24 outbound and 35 inbound) in official international exchanges, a 40 per cent increase over 2001-02;
- Initiated two pilot projects to attract students from India and Mexico;
- Established co-operative education placements in China, Washington and Hawaii and joined a co-operative placement exchange program with Scotland, Finland and Sweden to advance women in leadership roles;
- Transferred English as a Second Language program to Centre for Continuing Education and established new fiscal and planning mechanisms;
- Renamed Department of Germanic Studies the Department of International Languages to reflect broadening programs;
- Engaged 36 faculty and staff in international delegations, sabbaticals, exchanges, teaching posts and visits;
- Renamed the International Liaison Office the International Cooperation and Development Office and began restructuring;
- Made promotional and relationship-building trips to China, Mexico and Ecuador;
- Established a partnership with the Mexican Petroleum Institute;
- Hosted approximately 19 regional, two national and three international conferences; and,
- Co-sponsored Roundtable on Internationalization with Association of Universities and Colleges of Canada (AUCC) and Canadian Bureau for International Education (CBIE).

Task force releases report

In April 2003, the University took a significant step toward a comprehensive international strategy with the release of the report of the Task Force on Internationalization. The task force was established in 2002 to review internationalization issues at the University, assess their implication and value, and make recommendations to the President's Committee on Internationalization. Throughout the process the task force consulted broadly with faculties, departments and institutes.

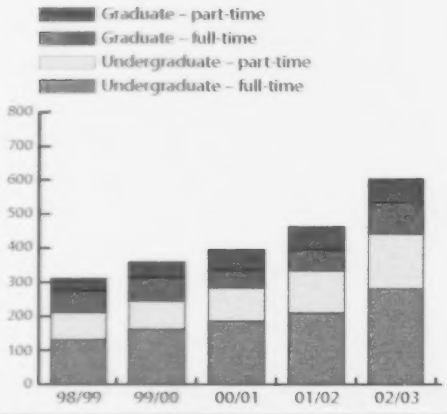
The report sets out objectives, actions and timelines that will enhance internationalization activity in the U of R's threefold mission of teaching, research and service. The report also acknowledges the need for qualitative and quantitative performance indicators as well as criteria to demonstrate accountability and assist in determining the international regions to which the University should direct its resources.

Joint degree program expands

In 2002-03, the University and Hunan University in Changsha, China, added degree programs in computer science and administration to their International Degree Program (formerly known as the Joint International Program 2+2). The agreement allows Hunan students to complete the first two years of their degree at their home institution before traveling to the U of R to complete the program. The initiative, established in 1998 as a joint engineering program, includes language training and cultural components.

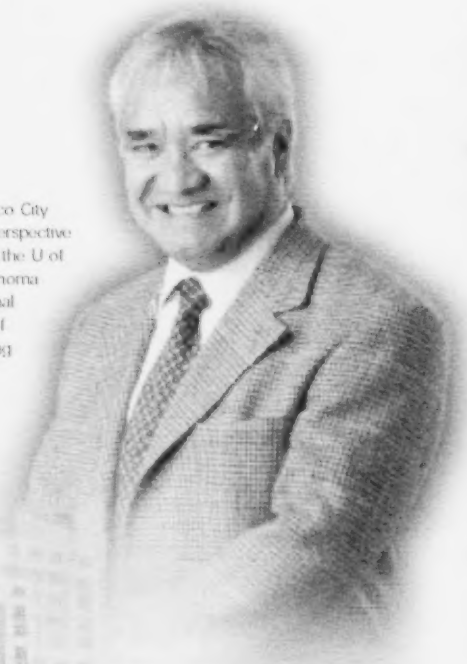
The University has enjoyed a long history of partnerships with China. In 1981, the U of R became the first Canadian university to partner with a Chinese post-secondary institution when it signed a twinning agreement with Shandong University. The agreement included a student and faculty exchange and promoted scholarship, understanding and mutual respect.

International Students (Fall Attendance)



Northern partnership

In April 2003, at a meeting in Akureyri, Iceland, the University was granted membership into an exclusive coalition – the Council of the University of the Arctic (UArctic), a co-operating network of universities, colleges and other organizations in the circumpolar North. The association will allow the U of R to play a role in the delivery and development of academic programs for students from around the world living in northern climates.



Visiting scholars like **José Ramón Torres** of Mexico City provide students and faculty members with a global perspective they might not otherwise experience. Torres arrived at the U of R in March 2003 from the Universidad Nacional Autónoma de México and spent six months teaching organizational behaviour and conducting research with his Faculty of Administration colleagues. Torres was one of 18 visiting scholars who came to the University in 2002-03.

The Global Television Network Visiting Chair in Journalism was established to provide journalism students with an understanding of aboriginal history, politics and culture. **Leonzo Barreno**, the 2002-03 chair and a Mayan from Guatemala, was able to expand students' understanding of aboriginal issues into a decidedly global point of view. Barreno has spoken around the world on indigenous development and education.

Accountability

Providing sufficient information to allow informed evaluation of our performance.

During the past year, the University continued to take steps to clarify responsibilities and appropriately account for activities and accomplishments from the unit level to the Board level. For the first time, quarterly monitoring by the executive and semi-annual reporting to the Board on progress within the planning framework was established. Efforts were also undertaken to enhance communication between the University and its public stakeholders.

Stepping up communication to the general public was also a theme of the past year. The popular weekly UR Update page in *The Leader Post* was introduced, as was a full-page ad series that ran in the province's daily newspapers. Both helped to increase the community's awareness of the diversity of activities and contributions of the University.

Objectives

- Develop and implement a strategy for increasing awareness among key audiences of the University's progress.
- Maintain and enhance reporting processes to government.
- Ensure internal lines of responsibility and accountability are clear and understood.

2002-03 Highlights

- Hosted briefing sessions for provincial government caucus, opposition caucus, City of Regina mayor and council, and other key stakeholders;
- Established relationships with new minister of Learning and new post-secondary education critic;
- Developed and implemented a University communications strategy;
- The president hosted regular community breakfasts and spoke to the Regina Rotary Club and to the Regina Chamber of Commerce about developments at the University;
- Included performance indicators in the 2001-02 annual report for the first time;
- Met regularly with Saskatchewan Learning, the University Co-ordinating Committee, and the Government-Universities Consultation Committee to discuss issues of common concern beyond the funding formula;
- Senate reviewed and clarified academic decision-making processes;
- Clarified the roles of the Council Committee on Undergraduate Admissions and Studies and the Planning and Priorities Committee and revised their terms of reference;
- Adopted policies on principles and processes for searches and compensation for out-of-scope positions;
- Further linked the budget process to the planning framework;
- The University is materially in compliance with the Toronto Stock Exchange guidelines on corporate governance;
- Continued development of conflict of interest and conflict of commitment policies;
- Established a joint committee to review the University/Saskatchewan Indian Federated College (now First Nations University of Canada) partnership;
- Held workshop for academic co-ordinators on administrative law and their responsibilities;
- Completed an external review of the Office of Resource Planning;
- Produced and distributed the first *Deans' Handbook and Academic Policies* manual and *Council Handbook*;
- Completed and reported regular performance review processes to the Board;
- Held fall retreats with the senior administrative team and with the president's executive team to develop the management of the University and to discuss emerging issues;
- Expanded the senior administrative team to include directors reporting to the vice-president (research and international);
- Implemented a budget, reporting, and accountability system for institutes/centres;
- Instituted regular meetings between the research and international management teams;
- Produced accountability print ad campaign in *The Leader Post*, *The Star Phoenix*, *The Western Producer* and *Saskatchewan Sage*;
- Progressed on all items from the 2001-02 management letter; and,
- Took further steps on budget rationalization.

As executive director of University Relations, **Barbara Pollock** manages the team responsible for such communications efforts as the annual report, the alumni magazine, *The Third Degree*, an accountability ad campaign that was published in the province's daily newspapers, the weekly U of R Update page in *The Leader Post* and weekly interviews on Access Communications. These efforts demonstrate public accountability and keep government and the community regularly informed about the wide range of activities at the University.

Minimizing energy costs

Through its energy management program, the University is finding new ways to improve energy efficiency and reduce annual natural gas and electrical costs. Physical Plant, the unit responsible for the design, construction, maintenance and operation of the physical assets of the U of R, has implemented a number of initiatives that are saving the University hundreds of thousands of dollars a year in energy costs. Those measures range from the simple – like replacing regular lighting with high-efficiency fixtures, to the complex – like installing sophisticated air conditioning units and automated heating and cooling control systems.

Despite the University's recent growth, energy costs have been held in check by the effectiveness of the past decade's energy-saving measures. From 1990 to 2002, campus space increased by 37 per cent yet overall electrical consumption rose less than 10 per cent. Last year, the University spent over $1 million on natural gas and about $2.5 million on electricity costs. Without the efficiency enhancements, it is estimated that last year's electrical bill alone would have been about $500,000 higher.

The added benefits of the energy-saving measures are environmental gains. The University remains committed to reducing greenhouse gas emissions. In 1997, the University became a registrant of the Voluntary Challenge and Registry, a non-profit partnership between industry and governments across Canada that promotes, assesses and recognizes the effectiveness of the voluntary approach to addressing climate change. The organization's overriding objective is to challenge registrants from all economic sectors and geographic regions to undertake voluntary actions that will contribute toward reducing Canada's greenhouse gas emissions.

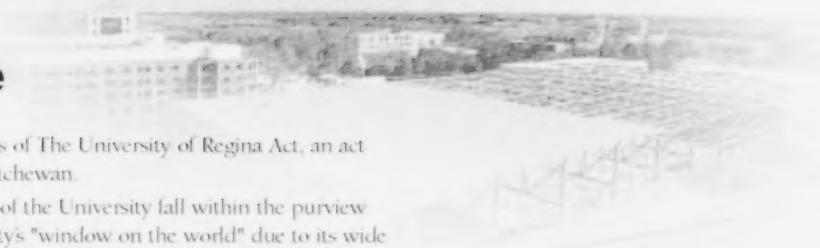
Energy-saving initiatives implemented by Physical Plant include:

- Replacing refrigeration plant;
- Using atmospheric cooling during spring and fall;
- Upgrading refrigeration and boiler controls;
- Installing variable speed drives for pumps and fans;
- Upgrading to high-efficiency lighting systems;
- Upgrading to high-efficiency motors;
- Upgrading roof insulation;
- Using automated building control systems;
- Preventive maintenance;
- Installing programmable parking lot electrical receptacles;
- Scheduling heating/ventilating/air conditioning and lighting requirements depending on occupancy of buildings; and,
- Upgrading to 72,000 volt main electrical supply.

Vice-president (academic) **Kathy Heinrich** is just one of the senior administrative team members that maintain the University's relationship with its stakeholders. Heinrich is a member of the Saskatchewan Learning Sector Plan Steering Committee and also meets regularly with the deputy minister of Saskatchewan Learning. Heinrich is a member of the National Killam Selection Committee, one of Canada's most prestigious academic awards. She is also a recipient of the YWCA Women of Distinction Award in Education, Training and Development and the University of Newcastle Gold Medal for Professional Excellence.

Chair **Berny Wiens** and the other members of the Board of Governors are the ultimate authority on administrative and business affairs at the University. Among the long list of policies considered by the Board in 2002-03 were guidelines on attendance, conflict of interest, and quorum for Board and committee meetings. Among its major decisions were approvals for the construction of the student residence complex and the Centre for Kinesiology, Health and Sport.

Governance



The University operates under the terms of The University of Regina Act, an act of the Legislature of the Province of Saskatchewan.

Matters related to the academic welfare of the University fall within the purview of Senate. Often described as the University's "window on the world" due to its wide public representation, the Senate includes in its membership representatives from 40 professional organizations, 14 members from 12 electoral districts throughout the province, as well as present and past chancellors of the University, the president and executive team of the U of R, the deputy minister of Saskatchewan Learning, the chair of Council, the heads of federated or affiliated colleges, deans and directors, and six students.

The Board of Governors is responsible for general oversight, including the administrative and business affairs of the University. There are 12 members: the chancellor, elected by all graduates, the president of the University, six members appointed by the lieutenant governor in Council, two members elected by the Senate, the president of the Students' Union, and one faculty member elected by members of Council.

The University Secretary acts as secretary and resource to both the Board of Governors and Senate.

In the past year Senate oversaw the development of the academic work of the University through the approval of new programs and certificates including:

- BA in resource and environmental studies in partnership with the Saskatchewan Institute of Applied Science and Technology (SIAST) and the Saskatchewan Indian Federated College (now the First Nations University of Canada);
- BASc in software systems engineering;
- Certificate in Indian fine arts;
- MPA in public policy and in public management, offered through the Faculty of Administration and the Department of Economics;
- Early childhood education concentration in elementary education;
- BSc in software systems development;
- Advanced certificate in justice studies;
- Advanced certificate in police studies; and,
- Combined BSc/BEd in chemistry and secondary chemistry.

During the past year, the work of the Board of Governors has included several major decisions:

- Conducted the annual review of the University president;
- Conducted the annual Board evaluation and Board member self-evaluation;
- Evaluated external governance guidelines and assessed their suitability for the University;
- Approved the first annual board planning cycle which describes the fundamental functions of the Board in relation to other cycles such as the operations forecast and budget;
- Approved the Communities of Tomorrow partnership, which unites researchers from the National Research Council (NRC) and the University with funding from the provincial and federal governments, in using the city of Regina as a living laboratory;
- Approved the Centre for Sustainable Communities research institute as an integral part of the Communities of Tomorrow partnership; and,
- Approved the Centre for Kinesiology, Health and Sport and student residence building construction projects.

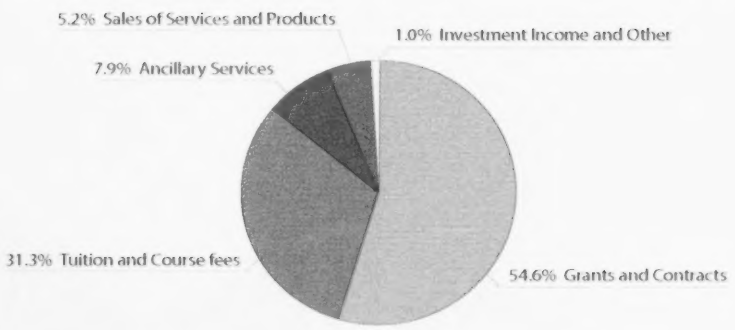
Financial Information

For the Year Ended April 30, 2003

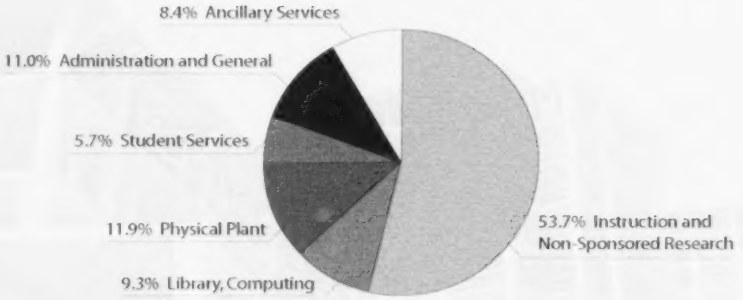
2002-2003 Summary

- The annual operating budget is $96.6 million.
- The provincial government general operating grant for 2002-03 increased by 5.1 per cent over 2001-2002 to $54.618 million. In addition, targeted funding of $150,000 for undergraduate scholarships, and $625,000 to help address the shortage of information technology professionals in Saskatchewan were renewed.
- The provincial government ordinary capital grant is maintained at $5.53 million.
- The federal government support for the Language Institute is maintained at $330,000.
- Total research revenue in 2002-2003 is $17.82 million, a 57.41 per cent increase over the $10.23 million level of 1999-2000.
- Tuition fees and course fees are raised by 8.95 per cent.

Income


5.2% Sales of Services and Products
1.0% Investment Income and Other
7.9% Ancillary Services
31.3% Tuition and Course fees
54.6% Grants and Contracts

Expenditures



The Income and Expenditures charts above include General Fund revenues and expenses shown on page 22, other than the Special Projects Fund amounts included in those General Fund amounts. The percentages are based on revenues of $105.111 million and expenses of $90.861 million. The charts do not include amounts from the Restricted or Endowment Funds.

University of Regina
Management Responsibility

For the Year Ended April 30, 2003

Management of the University of Regina is responsible for the integrity of the financial data reported for the University and for determining the nature and extent of the information reflected in the summarized financial statements. The following summarized financial statements have been derived from the complete audited financial statements prepared in accordance with generally accepted accounting principles as set out by the Canadian Institute of Chartered Accountants (CICA), which have been consistently applied.

Dr. David T. Barnard
President

Dr. R. James Tomkins
Vice-President (Administration)

Auditor's Report on
Summarized Financial Statements

To the Members of the Legislative Assembly of Saskatchewan

The accompanying summarized statement of financial position and statements of operations and changes in fund balances and cash flows are derived from the complete financial statements of the University of Regina as at April 30, 2003 and for the year then ended on which I expressed an opinion without reservation in my report dated July 9, 2003. The fair summarization of the complete financial statements is the responsibility of management. My responsibility, in accordance with the applicable Assurance Guideline of The Canadian Institute of Chartered Accountants, is to report on the summarized financial statements.

In my opinion, the accompanying financial statements fairly summarize, in all material respects, the related complete financial statements in accordance with the criteria described in the Guideline referred to above.

These summarized financial statements do not contain all the disclosures required by Canadian generally accepted accounting principles. Readers are cautioned that these statements may not be appropriate for their purposes. For more information on the entity's financial position, results of operations and cash flows, reference should be made to the related complete financial statements.

Regina, Saskatchewan
July 9, 2003

Fred Wendel, CMA, CA
Provincial Auditor

Copies of the full audited financial statements and notes are available by calling Financial Services at (306) 585-4979, or by visiting our Web site at http://www.uregina.ca/fs and choosing the 'Financial Statements' button.

Summarized Statement of Financial Position

As at April 30, 2003 (in thousands of dollars)

	General	Restricted	Endowment	Total	Total 2002 (restated - Note 2)
Current Assets					
Cash	$ 4,027	$ 11,679	$ -	$ 15,706	$ 7,166
Accounts receivable	3,354	5,830	-	9,184	9,020
Inventories	2,161	-	-	2,161	1,904
Prepaid expenses	350	78	-	428	600
	9,892	17,587	-	27,479	18,690
Long-term Assets					
Long-term investments	-	4,681	15,417	20,098	21,272
Long-term loan receivable	-	870	-	870	-
Accrued pension benefit asset	38,827	-	-	38,827	28,753
Capital assets	-	132,475	-	132,475	117,472
	38,827	138,026	15,417	192,270	167,497
	$ 48,719	$ 155,613	$ 15,417	$ 219,749	$ 186,187
Current Liabilities					
Accounts payable and other accrued liabilities	$ 10,169	$ 4,649	$ -	$ 14,818	$ 9,335
Deferred income	2,772	-	-	2,772	2,486
Current portion of long-term debt	-	204	-	204	2,351
Demand loan	-	5,823	-	5,823	6,459
	12,941	10,676	-	23,617	20,631
Long-term Liabilities					
Long-term debt	200	9,181	-	9,381	2,363
Due to (from) other funds	(217)	217	-	-	-
Accrual for employee future benefits	515	-	-	515	704
	498	9,398	-	9,896	3,067
Fund Balances					
Externally restricted funds	-	20,378	15,417	35,795	34,599
Internally restricted funds	44,298	1,273	-	45,571	35,329
Invested in capital assets	-	113,888	-	113,888	101,345
Unrestricted funds	(9,018)	-	-	(9,018)	(8,784)
	35,280	135,539	15,417	186,236	162,489
	$ 48,719	$ 155,613	$ 15,417	$ 219,749	$ 186,187

Approved by the Board of Governors

Richard H. Williams — **Chair, Board of Governors**

Jim Bolkus — **Vice-President (Administration)**

Copies of the full audited financial statements and notes are available by calling Financial Services at (306) 585-4979, or by visiting our Web site at http://www.uregina.ca/fs and choosing the 'Financial Statements' button.

Summarized Statement of
Operations and Changes in Fund Balances

For the Year Ended April 30, 2003 (in thousands of dollars)

	General	Restricted	Endowment	Total	Total 2002 (restated - Note 2)
Revenues					
Grants and contracts					
Government of Canada	$ 750	$ 7,713	$ -	$ 8,463	$ 10,306
Department of Learning	56,852	19,181	-	76,033	62,212
Other grants and contracts	978	8,486	-	9,464	9,267
Student fees	33,047	268	-	33,315	30,589
Contributions, gifts, donations and bequests	223	1,590	363	2,176	1,723
Sales of services and products	14,025	432	-	14,457	14,697
Income from investments	517	(872)	(341)	(696)	185
Miscellaneous income	1,120	436	1	1,557	1,700
Income from operating leases	-	1,140	-	1,140	1,151
	107,512	38,374	23	145,909	131,830
Expenses					
Salaries					
Academic	35,176	548	-	35,724	32,683
Other	29,796	3,150	39	32,985	30,425
Employee benefits	(1,009)	256	-	(753)	11,122
Operational supplies and expenses	6,271	1,829	-	8,100	6,798
Travel	2,562	1,327	-	3,889	3,426
Cost of goods sold	5,598	-	-	5,598	5,542
Equipment, rental, maintenance & renovations	5,194	2,351	-	7,545	7,108
Utilities	4,649	38	-	4,687	4,465
Amortization of capital assets	475	13,005	-	13,480	10,923
(Gain) loss on disposal of capital assets	(4)	1,331	-	1,327	506
Scholarships, bursaries and prizes	4,120	3,945	2	8,067	6,271
Interest	290	656	-	946	778
Wascana Centre Authority levy	496	-	-	496	495
Bad debt expense	13	51	7	71	356
	93,627	28,487	48	122,162	120,898
Net revenues (expenses)	13,885	9,887	(25)	23,747	10,932
Interfund transfers	(3,441)	982	2,459	-	-
Net increase in fund balances for year	10,444	10,869	2,434	23,747	10,932
Fund balances, beginning of year, as restated (Note 2)	24,836	124,670	12,983	162,489	151,557
Fund balances, end of year	$ 35,280	$ 135,539	$ 15,417	$ 186,236	$ 162,489

Copies of the full audited financial statements and notes are available by calling Financial Services at (306) 585-4979, or by visiting our Web site at http://www.uregina.ca/fs and choosing the 'Financial Statements' button.

Summarized Statement of Cash Flows

For the Year Ended April 30, 2003 (in thousands of dollars)

	General	Restricted	Endowment	Total	Total 2002 (restated - Note 2)
Operating Activities					
Net revenues (expenses)	$ 13,885	$ 9,887	$ (25)	$ 23,747	$ 10,932
Add back items not affecting cash:					
Amortization of capital assets	475	13,005	-	13,480	10,923
Unrealized losses on mutual funds	-	1,676	536	2,212	730
Loss on disposal of capital assets	5	1,331	-	1,336	506
Decrease in non-cash working capital	3,555	2,022	5	5,582	1,046
(Increase) decrease in accrued pension benefit	(10,074)	-	-	(10,074)	2,712
(Decrease) in long-term accrual for employee future benefits	(189)	-	-	(189)	(741)
Cash generated by operating activities	7,657	27,921	516	36,094	26,108
Investing Activities					
Purchases of investments	(68,456)	(725)	(3,018)	(72,199)	(35,172)
Sales of investments	68,456	2,662	43	71,161	37,876
Purchases of capital assets:					
Buildings	(137)	(19,293)	-	(19,430)	(15,126)
Site improvements	-	(1,376)	-	(1,376)	(544)
Furnishings and equipment	(1,680)	(4,791)	-	(6,471)	(5,926)
Software	(101)	(250)	-	(351)	(172)
Library resources	(1,412)	-	-	(1,412)	(2,520)
Leasehold improvement	-	(779)	-	(779)	(436)
Cash used in investing activities	(3,330)	(24,552)	(2,975)	(30,857)	(22,020)
Financing Activities					
Issuance of long-term debt	-	7,291	-	7,291	-
Repayment of long-term debt	-	(2,420)	-	(2,420)	(7,215)
Increase in long-term loan receivable	-	(960)	-	(960)	-
Repayment of long-term loan receivable	-	28	-	28	-
Issuance of internal loans	(32)	32	-	-	-
Repayment of internal loans	(205)	205	-	-	-
Issuance of demand loan	-	-	-	-	6,820
Repayment of demand loan	-	(636)	-	(636)	(361)
Cash used in financing activities	(237)	3,540	-	3,303	(756)
Net change in cash (bank overdraft)	4,090	6,909	(2,459)	8,540	3,332
Interfund Adjustments	(591)	(1,868)	2,459	-	-
Cash, beginning of year	528	6,638	-	7,166	3,834
Cash, end of year	$ 4,027	$ 11,679	$ -	$ 15,706	$ 7,166

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Summarized Notes to the Financial Statements

For the Year Ended April 30, 2003 (in thousands of dollars)

1. Summarized Significant Accounting Policies

The University follows the restricted fund method of accounting for contributions. As such, resources are classified for accounting and reporting purposes into funds in accordance with specified activities or objectives. The University has classified accounts with similar characteristics into major funds as follows:

i) The General Fund accounts for the University's program delivery, service and administrative activities that are funded by tuition and related fees, government grants and other income. It also includes the University's self-funding fee-for-service Ancillary funds and the Special Project funds used to track revenues and expenditures for consulting, training, time-limited and other projects. The General Fund also holds the accrued pension benefit asset related to the three University-sponsored defined benefit pension plans: The Pension Plan for the Academic and Administrative Employees of the University of Regina, the University of Regina Non-Academic Pension Plan, and the University of Regina Supplementary Executive Retirement Plan.

ii) The Restricted Fund reports grants, gifts, interest and rental income used to acquire capital assets and repay long-term debt on certain capital assets. It also includes grant and contract income and expenses specifically identified for research or related activities as restricted by granting agencies, research institutes and other public and private organizations. The Restricted Fund also holds in trust externally restricted resources that may be used in their entirety within the restrictions established by the provider of the funds, which are generally for the provision of scholarships or annual lectures.

iii) The Endowment Fund reports resources contributed for endowment. Restrictions placed on the fund by the original provider preclude the original fund balance from being spent.

2. Prior Period Restatement

Past financial statements incorrectly recorded investments managed on behalf of the University of Regina Students' Union as the University's investments. The statements also recorded the income or loss from these investments as University income or loss and payments made to the Students' Union as University expenses. Although immaterial in the prior year, the University does not wish the error to grow to a material amount.

The University applied this change retroactively, with restatement of prior periods. As such, the University's opening fund balance for 2002 decreased by $220, closing fund balance for 2002 decreased by $20, and its net revenues (expenses) for 2002 increased by $200.

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Leadership

Senior Executive

David Barnard
President and Vice-Chancellor

Katherine Heinrich
Vice-President (Academic)

Jim Tomkins
Vice-President (Administration)

Allan Cahoon
Vice-President (Research and International)

Stephen McClatchie
Associate Vice-President (Academic)

Hilary Horan
Associate Vice-President (Student Affairs)

Bob McCulloch
University Secretary (to June 1, 2002)

Ellen Chapco
University Secretary

Barbara Pollock
Executive Director, University Relations

Brenda Righetti
Senior Executive Assistant
to the President

Board of Governors

Mary Lou Deck
Chair (to June 30, 2002)

Berny Wiens
Chair (as of July 1, 2002)
Vice-Chair (to June 30, 2002)

Garth Fredrickson
Vice-Chair (as of July 1, 2002)

Art Wakabayashi
Chancellor

David Barnard
President and Vice-Chancellor

Terry Allen
(as of July 17, 2002)

Barbra Bell
(as of July 1, 2002)

Daphne Bowering
(to June 30, 2002)

Mo Bundon
(as of January 1, 2003)

Barb Byers

Bev Cardinal

Alison Hayford

Brian Johnson
(to June 30, 2002)

Gary Merasty
(as of July 17, 2002)

Korbin Offet

Frank Proto
(to May 4, 2002)

Deans and Academic Directors

Garnet Garven
Dean, Administration

Murray Knuttila
Dean, Arts (to June 30, 2002)

Robin Fisher
Dean, Arts (as of July 15, 2002)

Marilyn Miller
Director, Centre for Continuing Education

Margaret McKinnon
Dean, Education

Paitoon Tontiwachwuthikul
Dean, Engineering

Kathyrn Laurin
Dean, Fine Arts

Rod Kelln
Dean, Graduate Studies and Research

Dominique Sarny
Acting Director, Language Institute

Ralph Nilson
Dean, Kinesiology and Health Studies
(to June 30, 2002)

Craig Chamberlin
Dean, Kinesiology and Health Studies
(as of July 15, 2002)

Katherine Bergman
Dean, Science

Michael MacLean
Dean, Social Work

Bob Foley
University Librarian

Administrative Officers

Marj Hewitt
Director, Ancillary Services

Dale Schoffer
Director, Financial Services

Bonnie Dobni
Director, Human Resources

Larry Symes
Director, Information Services

David Bamford
Director, Office of Resource Planning
(to December 31, 2002)

Neil Southam
Acting Director,
Office of Resource Planning
(as of January 1, 2003)

David Button
Director, Physical Plant

Janet Denford
Registrar

Federated College Presidents

David Eley, SJ
Campion College (to December 31, 2002)

Kenneth L. McGovern
Campion College (as of January 1, 2003)

Richard Hordern
Luther College (to December 31, 2002)

Bryan Hillis (Acting)
Luther College (as of January 1, 2003)

Mark Duke (Acting)
Luther College (as of January 1, 2003)

Eber Hampton
Saskatchewan Indian Federated College

Wes Stevenson (Acting)
Saskatchewan Indian Federated College
(as of April 21, 2003)

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